

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Performance Appraisal Report Models

FROM:

Chief, Policy and Programs Staff
1006 Ames

EXTENSION

NO.

DATE

30 October 1981

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DD/PA&E
1006 Ames

2.

3. EA/OP
5E58 Hqs.

4.

5. DD/OP

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Attached are preliminary drafts of four different models of a PAR for your review. We would like to discuss these with you at your earliest convenience so that we can proceed with plans to satisfy Admiral Inman's request for a simplified PAR. We believe each of these options represents a feasible approach. Of course, the possibilities for the design of a PAR are nearly infinite, but our models have essentially the same pattern, similar to that of the old Fitness Report.

One thing they have in common is a provision for a written document (AWP or whatever title is selected) which communicates to the employee what is necessary to perform satisfactorily on the job. In this regard, copies of an abridged version of a handbook for supervisors which could be used to develop performance standards are also attached. With some editing, we envision its being distributed and used depending on the PAR model selected.

Performance Appraisal Report

Purpose: To provide a formal record of the judgment Agency managers and supervisory officials periodically make concerning the work performance of subordinates. This information is required for making personnel decisions affecting the selection of individual employees for training, reassignment, advancement, or adverse action.

Primary Methods in Accomplishing Performance Appraisal1. Checklist or Graphic Rating Scale

- consists of a form listing work factors, personality traits and/or descriptive statements of performance and behavior patterns considered important to the job.
- each factor has a scale or checklist for rating the employee.

a. Basic Advantages

- most commonly used because of relative ease of administration.
- standard descriptions already provided enable cross-employee comparisons to be made.
- "forced-choice" format (if used) requires supervisor to select (from among several choices) the one most descriptive of the subordinate's behavior and the one least descriptive of the subordinate's behavior.

b. Basic Disadvantages

- supervisors interpret factors or characteristics differently and do not rate consistently.
- factors or characteristics do not have this same relative importance in all occupational and functional areas.
- validity of factors or characteristics as they relate to quality of job performance is difficult to establish.

2. Narrative or Essay Statement of Performance

- written by the supervisor in paragraph form to describe in his/her own words the subordinate's strengths, weaknesses (and frequently) potential for future advancement (the reference the rater uses may or may not relate to established performance standards).

a. Basic Advantages

- gives supervisor maximum latitude in offering a commentary on a subordinate's work performance.
- treats subordinates as individuals allowing individual special strengths and weaknesses to be highlighted.
- avoids dealing with pre-packaged descriptive statements which are seldom applicable to all jobs.

b. Basic Disadvantages

- narrative statements often deal in vague generalities having little utility.
- supervisor's writing skill (or lack of it) may unduly affect the decisions of those officials responsible for using the performance appraisal.
- the personal bias of supervisors (e.g. the wide differences of viewpoint as to what constitutes a good work performance) makes cross-comparison of employees highly unreliable.

3. Goal Setting (MBO)/Performance Standards

- consists of establishing (defining) elements of the subordinate's job for which work objectives are agreed upon by both the supervisor and the subordinate.
- performance standards are developed for use in measuring levels of work performance as it relates to attaining work objectives.

a. Basic Advantages

- has good "face validity" i.e., it provides a more objective reference for making judgments about work performance.
- reduces the potential for biased ratings.
- increases the reliability of raters and rating process i.e., persons other than the supervisor can determine level of subordinate's work performance given the necessary data.

- obviates the need for lengthy narrative descriptions.

b. Basic Disadvantages

- conditions often change too rapidly for work objectives to be meaningful.
- difficult to establish mutually satisfactory performance standards particularly for staff or support types of jobs.
- the system is difficult and time-consuming to implement which increases supervisory resistance.

4. Self-Appraisal - A Combined Approach

- both subordinate and supervisor participate and share responsibility i.e., both render a rating of the subordinate's work performance using a rating scale.
- provides for improved superior-subordinate understanding through better communication.

a. Basic Advantages

- shows subordinate that supervisor has confidence in his/her honesty and that the supervisor respects his/her ability to make such a judgment.
- generates constructive positive attitudes about the utility of the performance appraisal process.

b. Basic Disadvantages

- many supervisors find it difficult to cope with subordinate's active participation in the performance appraisal process or find it difficult to negotiate and reconcile differences with subordinates.
- the validity and reliability of comparative evaluations of employees is suspect because performance standards are not used.

PERFORMANCE EVALUATION OPTIONS

1. Retain the present system with a simplified format (single sheet form) with emphasis on a single performance standard (fully satisfactory level). Revamp and accelerate workshop training experiences for supervisors on how to develop performance standards.
2. Retain the present system without a rating scale with a simplified format (single sheet form) with a re-defined AWP, i.e., require all supervisors to prepare an AWP at the time an employee commences a job which would contain:
 - ° The nature of the work the employee is to perform and the role the individual has in the component (no more than 5 key elements).
 - ° The results sought, i.e., mutually agreed objectives.The PAR would note the key elements of the job and require supervisors to evaluate (in narrative form) how well the employee has done in achieving the results desired. The PAR would contain a section certifying the employee has seen and understood the AWP.
3. Develop a new PAR with a three level scale, i.e., unsatisfactory, satisfactory, and exceptional using an overall rating only. The rating would be determined by reference to a single performance standard at the fully satisfactory level encompassing the total job and not key elements. The narrative would explain the basis for the performance rating level.
4. Same as #3 but add requirement that supervisors address career panel evaluation factors.

MEMORANDUM FOR:

OPTION 2 Highlights

- a narrative type PAR
- has no rating scale-requires only that the supervisor certify whether the employee's work was satisfactory during the reporting period
- stresses the need for supervisors to provide considerable detail about the quality of the employee's work performance
- AWP is redefined, i.e., only requires supervisor to explain what is expected of an employee in the position to which he or she is assigned
- de-emphasizes the word "standard" and substitutes "expectation."

Date

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DIRECTIONS FOR COMPLETING PERFORMANCE APPRAISAL REPORT
AND ADVANCE WORK PLAN

The Performance Appraisal Package consists of the following 3 parts:

1. Performance Appraisal Report (Form 45)
2. Advance Work Plan (Form 45w)
3. Directions (Form 45i)

1. THE PERFORMANCE APPRAISAL REPORT

Section A--General Information

- .This section will be pre-printed on call up by computer
- .No changes are to be made except for name changes or the reporting period, if necessary

Section B--Qualifications Update

- .Indicate whether employee's qualifications are updated during the reporting period and whether they are attached.

Section C--Key Job Elements

- .List no more than 5 key job elements of the job performed during the report period.
(a key element is an essential part of the job and must be performed satisfactorily for the employee to succeed in the position).
- .Describe each key element clearly and in sufficient detail to give the reader a good understanding of its nature.

Section D--Certification

The Performance Appraisal Report must be certified by the signatures of the supervisor, reviewing official (except in those rare instances where there is no appropriate reviewing official), and the employee before it is accepted for the record.

Supervisor--The supervisor must certify as to whether or not the work performance of the employee was satisfactory, i.e., that employee met the requirements of the job and did what was expected as outlined in Section A of the Advance Work Plan. The employee's failure to perform satisfactorily requires remedial action and denial of any within-grade pay increase for which he or she might otherwise be eligible.

When for any reason the supervisor does not show the employee the PAR or discuss it with him or her, the explanation must be prepared in writing and attached to the PAR for the record.

Reviewing Official--The reviewing official's signature certifies that all requirements for completing the PAR in accordance with instructions have been met and that the supervisor's narrative comments are consistent and fully support the evaluation given the employee's work performance.

Employee--The employee's signature certifies that he or she has seen the report and discussed it with his supervisor. The signature is not to be construed to mean that the employee necessarily agrees with the contents of the report.

Section E--Narrative Comments

The narrative comments of the supervisor must support the evaluation given the employee. All remarks and observations should be limited to and related directly to the employee's performance of his or her duties. The following questions should be answered for this Section to be considered complete:

1. Did the employee's work performance satisfy the requirements of the key elements of the position occupied?
(Explain your answer).

2. Did you see any need for improvement in the employee's work performance? If so, describe the employee's relative shortcomings and the suggestions you made to the employee for improvement.

3. In what ways has the employee made a contribution beyond the normal requirements of the position?

In evaluating employees with supervisory or management responsibilities the following factors must be addressed:

- a. Subordinate management and development
- b. Quality of performance appraisal
- c. Delegation of responsibility
- d. Equal employment opportunity
- e. Use of personnel, space, equipment, funds, etc.
- f. Goal setting and achievement.

Specific comment is required when the supervisor evaluates the employee as being either deficient or more than satisfactory in any of these factors.

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The supervisor's signature in Section D will otherwise attest to the fact that all factors have been considered and certify that the employee has done a satisfactory job in all respects in these areas.

Reviewing officials, whenever possible, must provide substantive comment on the

individual being evaluated. Differences with the supervisor's evaluation should be reconciled prior to completing this Section and in those cases where this cannot be fully accomplished, the specific points of difference should be noted.

2. THE ADVANCE WORK PLAN

Section A

The purpose of the Advance Work Plan (AWP) is to assure that employees are fully aware of all major aspects of their job, and of the work performance expected of them by their supervisor. Each employee should know his or her role in the organizational component in which they work. This should be made clear in the AWP.

Performance elements of an employee's job that are essential to success in that job are called "key" elements. Key elements consist of a grouping of individual tasks and collectively cover the major duties and responsibilities of the position. As long as the job remains unchanged the "key" elements remain in effect.

Supervisors must specifically note in subordinate's AWP's what they believe is required to perform the job successfully. The chief aim here is to communicate to subordinates in a clear and concise manner what is expected of them in the way of a satisfactory work performance. As in the case of the key elements of the position, the "expectations" supervisors have of their subordinates should remain essentially unchanged unless work requirements of the positions change; in effect these need not be re-written once they are established. Of course, it is important that employees understand and agree with the "yardstick" their supervisors will use to measure their work performance.

Section B

This section is applicable only to those employees whose jobs involve work activity designated by their supervisor for accomplishment specifically during the period covered by the report. For example, an analyst (key element of the job) may be tasked to complete a study on a particular subject that had not been looked at for several years; a training specialist may be tasked to re-design a particular course of study; a clerical employee may be tasked to purge office files of outdated material, etc.

In some cases it may not be possible to realistically anticipate all the special projects or tasks at the time the AWP is initially prepared. This section may be completed or added to during the course of the report period, keeping in mind that the AWP should be current at all times and contain a record of all significant job activity to be performed by the individual being evaluated.

The AWP should be retained in the employee's "soft" file as a reference for use in counseling the employee, for resolving any misunderstandings or grievances related to the PAR, or for use by employee evaluation panels.

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PERFORMANCE APPRAISAL REPORT

Section A

General Information

1. Soc. Sec. Number	2. Name (Last, First, Middle)	3. SD	4. Sched	5. Grade
6. Affiliation		7. Occupational Title		
8. Office/Division/Branch of Assignment)		9. Current Station		10. Hqs
11. Reporting Period		12. Date Report Due in OP	13. Type of Report	

Section B

QUALIFICATIONS UPDATE

Qualifications Update *(Form 444N) is ☐ is not ☐ attached
 *should be submitted only if there are changes

Section C

KEY JOB ELEMENTS

List the key job elements performed by the employee during this rating period. See Form 45i for definitions and directions for completing the Performance Appraisal package.

Key Job Element No. 1

Key Job Element No. 2

Key Job Element No. 3

Key Job Element No. 4

Key Job Element No. 5

Section D

CERTIFICATION

Rating Supervisor

Months employee has been in this position <input type="text"/>	Months employee has been under my supervision <input type="text"/>	Employee's performance was <input type="text"/> was not <input type="text"/> satisfactory	Reason for not showing employee this report is attached Yes <input type="checkbox"/> No <input type="checkbox"/>
Date	Title	Typed or printed name and signature	

Reviewing Official

Date	Title	Typed or printed name and signature
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Employee

I had an Advance Work Plan for this reporting period which I have seen and understood. yes <input type="checkbox"/> no <input type="checkbox"/>		I have reviewed this document and discussed its contents with my supervisor. My signature does not necessarily imply my agreement with its contents	
Date	Position Title	Typed or printed name and signature	

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Section E

NARRATIVE COMMENTS

by Supervisor

Describe the employee's performance of the key elements of his/her position. (See Form 45i for additional guidance)

by Reviewing Official

Any difference of opinion with the supervisor should be reconciled, and if not, the points of difference should be noted in this space. (See Form 45i for guidance)

by Employee (optional)

The employee has the option to comment on either the supervisor's or reviewing official's evaluation. I have ☐ have not ☐ attached a statement containing my comments about ☐ ☐ initials

ADVANCE WORK PLAN

Name (Last, First, Middle)

Period Covered

Mon. ____ Yr. ____ to Mon. ____ Yr. ____

A. List the key elements of the position for which the employee will be evaluated (maximum of five). Describe the employee's role in the component and the work performance expected. (See Form 45i)

B. List any specific projects, tasks, etc., to be accomplished during the period covered and the results sought.

Typed or printed name of employee and signature

Date

Typed or printed name of supervisor and signature

Date

MEMORANDUM FOR:

OPTION 3 Highlights

(a modification and combination of options
1 and 2.)

- uses three level rating scale for overall
performance only (in lieu of 7 level scale
including ratings on job elements
- requires a written performance standard
but not an AWP per se
- narrative is given considerable weight, i.e.
requires supervisor to provide sufficient
explanation and detail so that career
boards and panels will understand the basis
for the rating

Date

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DIRECTIONS FOR COMPLETING PERFORMANCE APPRAISAL REPORT

1. THE PERFORMANCE APPRAISAL REPORT

Section A--General Information

- .This section will be pre-printed by computer
- .No changes are to be made except for the reporting period, if necessary.

Section B--Qualifications Update

- .Indicate whether employee's qualifications are updated during the reporting period and whether they are attached.

Section C--Specific Duties

- .List in order of importance the duties performed during the report period.
- .Describe each duty clearly and in sufficient detail to give the reader a good understanding of its nature. The duties listed should represent collectively the work requirements of the position occupied.

Section D--Overall Performance Evaluation Rating

Before determination can be made as to the rating level to be given an employee's work performance a written performance standard must be available for reference. This performance standard establishes precisely what is expected of the employee to fully satisfy the requirements of the position. It considers, and gives appropriate weight to, each specific duty of the job. The rating supervisor is responsible for preparing and maintaining this performance standard. The same standard should be used to measure the work performance of employees doing the same job. Although the standard may be refined or improved over time it should remain essentially unchanged until the work requirements and duties of the position change. A copy of the performance standard should be retained in the employee's soft file for counseling the employee, for resolving misunderstandings or grievances related to the PAR, or for use by employee evaluation panels.

Although the performance standard for the position is the primary reference for determining an employee's rating level, other job-related factors should also be considered, e.g., the employee's sensitivity to the need to honor the principles of equal employment opportunity, adaptability and practical judgment in dealing with new and different situations, or in solving unanticipated problems, etc.

Performance Appraisal
Rating DefinitionsUnsatisfactory (U)

The employee's performance does not meet the established work standard for the position and specifically demonstrates the individual's failure to meet one or more important job requirements. The work behavior of the employee may be characterized, for example, by inadequate job knowledge, slowness or carelessness in performing assigned work, excessive errors in work produced, failure to get along with work associates where employee cooperation is essential for work accomplishment, etc.

Satisfactory (S)

The employee's performance meets the established work standard for the position. It may range from barely satisfactory to almost exceptional, but the rating applies to employees whose performances vary considerably. The large majority of employees receiving this rating are expected to be those who display a good knowledge of the job, are accurate and dependable in producing work, and generally resourceful in doing what needs to be done to produce a quality product.

Exceptional (E)

The employee's performance may be described as distinguished and far exceeds the requirements of the job in almost all respects. The employee's knowledge of the job is clearly extraordinary and the quantity and quality of his or her work is conspicuously superior in comparison to others.

Section E--Certification

.The Performance Appraisal Report must be certified by the signatures of the supervisor, reviewing official (except where there is no appropriate reviewing official), and the employee before it is accepted for the record. When for any reason the supervisor does not show the employee the PAR or discuss it with him or her, the explanation must be prepared in writing and attached to the PAR for the record.

Section F--Narrative Comments

.The narrative comments of the supervisor must support the rating level given the employee. The connection with the performance standard must be made, and all remarks and observations should be limited to and relate directly to job-behaviors of the employee in the performance of his or her official duties.

It is of the utmost importance that supervisors provide sufficient explanation and detail in this section that career panels and boards will understand the basis for the overall rating. In cases where the rating level selected is "satisfactory" it becomes imperative that the supervisor's comments indicate just how satisfactory the employee's performance was. Management officials need to know what employees' strengths and weaknesses are; they depend largely on supervisory officials for this information.

.The following factors must be addressed in reports for supervisory and managerial employees. The supervisor's signature will certify that all factors have been considered and that the employee has done a satisfactory job in all respects. Specific Comment is required when the supervisor evaluates the employee as being either deficient or more than satisfactory in any of these factors.

Subordinate management and development

Quality of performance appraisals

Delegation of responsibility

Equal employment opportunity

Use of personnel, space, equipment, funds, etc.

Goal setting and achievement

.Reviewing Officials must provide substantive comment on the individual being rated. If the reviewer is in substantial disagreement with the supervisor, the evaluation should be discussed with the supervisor and the employee.

.Reviewing officials should return incomplete or inconsistent reports to supervisors for corrective action.

PERFORMANCE APPRAISAL REPORT

Section A

General Information

1. Soc. Sec. Number	2. Name (last, first, middle)	3. SD	4. Sched	5. Grade
6. Affiliation		7. Occupational Title		
8. Office/Division/Branch of Assignment		9. Current Station		10. Hqs
11. Reporting Period		12. Date Report Due in OP	13. Type of Report	

Section B

QUALIFICATIONS UPDATE

Qualifications Update *Form (444N) is _____ is not _____ attached
 *should be submitted only if there are changes

Section C

SPECIFIC DUTIES

List in order of importance the specific duties performed during the rating period
 See Form 45i for directions for completing the Performance Appraisal Package.

Specific Duty No. 1

Specific Duty No. 2

Specific Duty No. 3

Specific Duty No. 4

Specific Duty No. 5

Section D

OVERALL PERFORMANCE EVALUATION RATING

The supervisor should evaluate the work performance of the employee and select one of three ratings indicative of that performance, i.e., unsatisfactory, satisfactory, or exceptional. In selecting a rating level the supervisor must refer to the performance standard established for the position and to all other factors having a significant influence on the employees total effectiveness on the job. (Form 45i gives the definitions of the rating levels).

Section E

CERTIFICATION

Rating Supervisor

Months Employee has been in this position _____	Months employee has been under my supervision _____	Interim Discussion(s) was _____ was not _____ held _____	Reason for not showing employee this report is attached yes _____ no _____
Date _____	Title _____	Typed or printed name and signature _____	

Reviewing Official

Date _____	Title _____	Typed or printed name and signature _____
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Employee

I have read and understand the performance standard my supervisor used to make this evaluation yes _____ no _____		I have reviewed this document and discussed its contents with my supervisor. My signature does not necessarily imply my agreement with its contents	
Date _____	Position Title _____	Typed or printed name and signature _____	

Section F

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NARRATIVE COMMENTS (Use Additional Paper as Required)
By Supervisor

Employee Job Performance

Explain in detail the basis for your rating in Section D (See Form 45i for guidance)

By Reviewing Official

By Employee (Optional)

The employee has the option to comment or not on the supervisor's evaluation and/or the reviewer's comments. I have ☐ have not attached a statement containing my comments about the evaluation.

Initials

MEMORANDUM FOR:

OPTION 4 Highlights

-same as Option 3 except the narrative requires supervisor to address career board evaluation factors, i.e. evaluate employees' performance, experience, personal traits and attributes, and potential

Date

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DIRECTIONS FOR COMPLETING PERFORMANCE APPRAISAL REPORT

1. THE PERFORMANCE APPRAISAL REPORT

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- .No changes are to be made except for the reporting period, if necessary.

Section B--Qualifications Update

- .Indicate whether employee's qualifications are updated during the reporting period and whether they are attached.

Section C--Specific Duties

- .List in order of importance the duties performed during the report period.
- .Describe each duty clearly and in sufficient detail to give the reader a good understanding of its nature. The duties listed should represent collectively the work requirements of the position occupied.

Section D--Overall Performance Evaluation Rating

Before determination can be made as to the rating level to be given an employee's work performance a written performance standard must be available for reference. This performance standard establishes precisely what is expected of the employee to fully satisfy the requirements of the position. It considers, and gives appropriate weight to, each specific duty of the job. The rating supervisor is responsible for preparing and maintaining this performance standard. The same standard should be used to measure the work performance of employees doing the same job. Although the standard may be refined or improved over time it should remain essentially unchanged until the work requirements and duties of the position change. A copy of the performance standard should be retained in the employee's soft file for counseling the employee, for resolving misunderstandings or grievances related to the PAR, or for use by employee evaluation panels.

Although the performance standard for the position is the primary reference for determining an employee's rating level, other job-related factors should also be considered, e.g., the employee's sensitivity to the need to honor the principles of equal employment opportunity, adaptability and practical judgment in dealing with new and different situations, or in solving unanticipated problems, etc.

Performance Appraisal Rating DefinitionsUnsatisfactory (U)

The employee's performance does not meet the established work standard for the position and specifically demonstrates the individual's failure to meet one or more important job requirements. The work behavior of the employee may be characterized, for example, by inadequate job knowledge, slowness or carelessness in performing assigned work, excessive errors in work produced, failure to get along with work associates where employee cooperation is essential for work accomplishment, etc.

Satisfactory (S)

The employee's performance meets the established work standard for the position. It may range from barely satisfactory to almost exceptional, but the rating applies to employees whose performances vary considerably. The large majority of employees receiving this rating are expected to be those who display a good knowledge of the job, are accurate and dependable in producing work, and generally resourceful in doing what needs to be done to produce a quality product.

Exceptional (E)

The employee's performance may be described as distinguished and far exceeds the requirements of the job in almost all respects. The employee's knowledge of the job is clearly extraordinary and the quantity and quality of his or her work is conspicuously superior in comparison to others.

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Section E--Certification

The Performance Appraisal Report must be certified by the signatures of the supervisor, reviewing official (except where there is no appropriate reviewing official), and the employee before it is accepted for the record. When for any reason the supervisor does not show the employee the PAR or discuss it with him or her, the explanation must be prepared in writing and attached to the PAR for the record.

Reviewing Officials must provide substantive comment on the individual being rated. If the reviewer is in substantial disagreement with the supervisor, the evaluation should be discussed with the supervisor and the employee.
Reviewing officials should return incomplete or inconsistent reports to supervisors for corrective action.

Section F--Narrative Comments

1. Employee Job Performance--The narrative comments of the supervisor must support the rating level given the employee. The connection with the performance standard must be made, and all remarks and observations should be limited to and relate directly to job-behaviors of the employee in the performance of his or her official duties.

It is of the utmost importance that supervisors provide sufficient explanation and detail in this section that career panels and boards will understand the basis for the overall rating. In cases where the rating level selected is "satisfactory" it becomes imperative that the supervisor's comments indicate just how satisfactory the employee's performance was. Management officials need to know what employees' strengths and weaknesses are; they depend largely on supervisory officials for this information.

The following factors must be addressed in reports for supervisory and managerial employees. The supervisor's signature will certify that all factors have been considered and that the employee has done a satisfactory job in all respects. Specific Comment is required when the supervisor evaluates the employee as being either deficient or more than satisfactory in any of these factors.

Subordinate management and development

Quality of performance appraisals

Delegation of responsibility

Equal employment opportunity

Use of personnel, space, equipment, funds, etc.

Goal setting and achievement

2. Career Board and Board Evaluation

Factors--Agency policy provides that employees be evaluated using the same considerations applied to all. Agency career boards and panels must have input from supervisors as a major means of obtaining the necessary information.

There are four separate factors to be evaluated, i.e., the employee's job performance, experience, personal attributes and potential. The first factor, job performance, is addressed in part one of this section. The others should be addressed in Part 2.

Experience--supervisors should comment on the range and variety of employee's knowledge, skills, and ability. The employee's productivity, judgment, initiative, and creativity are among the many factors which could be evaluated.

Personal Attributes--supervisors, having observed the employees over a period of time can assess the personal qualities which may or may not have been displayed during the course of the report period. Leadership qualities and effectiveness of interpersonal relationships are among those deserving of comment.

Potential--supervisors are in a position to observe and gather information about an employee's capabilities. In turn, this information provides a basis for estimating how promising or not the employee's future appears to be, especially in the area in which he or she is currently employed. Wherever possible, supervisors should address this subject.

PERFORMANCE APPRAISAL REPORT

Section A

General Information

1. Soc. Sec. Number	2. Name (last, first, middle)	3. SD	4. Sched	5. Grade
6. Affiliation		7. Occupational Title		
8. Office/Division/Branch of Assignment		9. Current Station		10. Hqs
11. Reporting Period		12. Date Report Due in OP	13. Type of Report	

Section B

QUALIFICATIONS UPDATE

Qualifications Update *Form (444N) is ☐ is not ☐ attached
 *should be submitted only if there are changes

Section C

SPECIFIC DUTIES

List in order of importance the specific duties performed during the rating period
 See Form 45i for directions for completing the Performance Appraisal Package.

Specific Duty No. 1

Specific Duty No. 2

Specific Duty No. 3

Specific Duty No. 4

Specific Duty No. 5

Section D

OVERALL PERFORMANCE EVALUATION RATING

The supervisor should evaluate the work performance of the employee and select one of three ratings indicative of that performance, i.e., unsatisfactory, satisfactory, or exceptional. In selecting a rating level the supervisor must refer to the performance standard established for the position and to all other factors having a significant influence on the employees total effectiveness on the job. (Form 45i gives the definitions of the rating levels).

Section E

CERTIFICATION

Rating Supervisor

Months Employee has been in this position	Months employee has been under my supervision	Interim Discussion(s) was <input type="checkbox"/> was not <input type="checkbox"/> held	Reason for not showing employee this report is attached <input type="checkbox"/> yes <input type="checkbox"/> no
Date	Title	Typed or printed name and signature	

Reviewing Official

Date	Title	Typed or printed name and signature
------	-------	-------------------------------------

Employee

I have read and understand the performance standard my supervisor used to make this evaluation <input type="checkbox"/> yes <input type="checkbox"/> no		I have reviewed this document and discussed its contents with my supervisor. My signature does not necessarily imply my agreement with its contents	
Date	Position Title	Typed or printed name and signature	

By Supervisor

1. Employee Job Performance

Explain in detail the basis for your rating in Section D (See Form 45i for guidance)

2. Career Board and Panel Evaluation Factors
(See Form 45i for guidance)

By Reviewing Official

By Employee (Optional)

The employee has the option to comment or not on the supervisor's evaluation and/or the reviewer's comments. I have ☐ have not ☐ attached a statement containing my comments about ☐ Approved For Release 2005/12/14 : CIA-RDP92-00420R000400040003-3

Initials